

The COMPACT for Leeds 2017

**An agreement to strengthen relationships
between the public and the third sector in
order to deliver the best possible outcomes
for the people of Leeds**

01 Values & Understandings



Everything that we do as partners is done for the benefit of the people of Leeds, enabling resilient communities where citizens take action to make a difference.

We share a commitment to the city ambitions, the spirit and practice of civic enterprise.

We share a commitment to maintaining and developing a thriving third sector.

We recognise that we are interdependent and work together for mutual benefit.

We have to work within available resources that are linked to current priorities.

We accept our responsibility to make the partnerships that serve the city effective.



O2 Principles

Maximising Social Impact;

a compassionate Leeds where everyone benefits from the city's economic growth and public and third sector partners promote social responsibility, building social capital and delivering social value.

Working Together;

a Leeds where partners work together to more effectively meet the needs and aspirations of the people of the city.

Engaging Communities;

a Leeds where partners work together to ensure that, individually and collectively, people have a voice that shapes decisions and makes a difference.

Building Resilient Communities & a Dynamic Third Sector;

a Leeds where partners work together to support communities to become stronger, so that they can take a full part in the development of the city, recognising we need to build third sector capacity in order for it to support resilient communities and deliver services effectively.

Sharing Information;

a Leeds where partners are open and share information and intelligence, so that everyone can make informed decisions in the interests of the people of the city.

Maximising the Impact of Resources;

a Leeds where partners work together to support innovation, encourage enterprise and ensure that the available local and external investment, in-kind contributions and other resources are used in the most effective way and are directed at the agreed priorities and the needs of the people of Leeds.

Promote Volunteering;

a Leeds where partners work together to ensure that formal and informal volunteering is encouraged, promoted, valued and recognised.

Promoting Equality, Fairness, Good Community Relations & Equity of Outcomes for All;

a Leeds where partners work together to ensure that equality, equity and fairness are at the heart of all decision making and where conditions are created for good community relations in all parts of the city and across all communities.



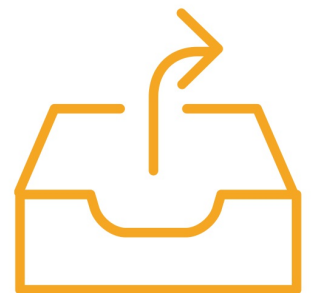
The COMPACT for Leeds (2017) sets out the values and principles that public and third sector partners commit to as they work together.

An accompanying document, the Compact for Leeds Standards of Practice (2017) describes some of the ways that the Compact for Leeds can be put into practice.

A way of working, not a set of rules.

03 About the Compact for Leeds 2017

...and how it will be put into practice



The first Compact for Leeds was launched in 2003. The Compact is an agreement between public and third sector partners. Its purpose is to strengthen working relationships in order to deliver the best possible outcomes for the people of Leeds.

The Compact for Leeds is not a set of rules and it is more than a document, it is a way of working.

The Compact document has a wide audience and all partners, from the grassroots to the strategic, need to find it relevant and valuable in their day to day work. For this reason, the Compact includes strategic goals and the accompanying toolkit provides some operational detail.

The Compact Values and Principles

These should underpin and inform relationships between all organisations in the public and third sector in Leeds.

Partners are invited to endorse the Compact.

Partners who formally endorse the Compact agree to apply the principles and work towards the standards of practice set out in the toolkit.

Strategic ownership and accountability

Overall responsibility for the Compact for Leeds rests with the Third Sector Partnership, which is part of the City strategic leadership arrangements.

City partners are invited to endorse the Charter and commit to work towards the principles and values set out in the Compact for Leeds and the standards set out in the accompanying document; The Compact for Leeds Standards of Practice (2017)

Public sector partners should identify a lead person to drive Compact awareness and implementation in their organisation.

Third Sector Leeds (or its successor body) will lead and promote implementation within the third sector.

Adopting and Implementing the Compact:

Partners are encouraged to identify specific actions that they can take to strengthen their partnership working. Partners in the third sector should consider how they apply the Compact in their relationships with each other as well as their relationships with public sector partners.

Examples of actions Compact Leads can take to spread good practice include:

- be a champion for the Compact and the third sector, fostering well established cross sector partnership working policies and arrangements in their organisation or sector,
- develop appropriate mechanisms for promoting the Compact, including for instance, integrating Compact awareness into staff induction,
- integrate relevant aspects of the Compact into existing performance, audit and assessment arrangements,
- engage with the private sector, advocating for Compact principles,
- ensure there are appropriate arrangements to identify and secure agreement on priority areas for development.

Recognising the changing and challenging operating context

Public and third sector colleagues alike have valued previous versions of the Compact for Leeds. It provides a useful operating framework and practical guidance that has facilitated mutually beneficial working relationships.

The Compact for Leeds is produced against a backdrop of many communities facing challenges such as poverty and social isolation, while public and third sector partners face unprecedented pressures as demands for services increase whilst resources diminish.

This climate creates challenges, but there are also opportunities and a drive towards innovation. For example, in July 2016 partners from across Leeds committed to a Social Value Charter which sets out clear aims for all sectors in Leeds to be enterprising, work together, create employment opportunities and keep the Leeds pound in Leeds.

Developing new ways of working requires strong relationships and good communication. As partners face new challenges it will be more important than ever to work closely and transparently, while understanding the constraints partners may have to operate under. All partners should aim to use the guidance of the Compact as their benchmark and, if for any reason this is not possible, be clear about the reason for these limits.

The Compact aims to take account of:

- the frequently changing policy context, challenging financial pressures,
- the differing and rapidly changing context in which partners operate,
- the challenge of maintaining collaborative working in a more competitive environment,
- the regular turnover in personnel who need to be aware of the Compact, partners' existing performance management and quality assurance requirements and other audit and reporting arrangements.

It is recognised that in order for the Compact to be a live and influential tool, it will:

- need to be the subject of ongoing promotion,
- drive development of good practice.

The Compact can shape the culture and practice that helps partners to deliver on the City Priorities. It will contribute to the development of the thriving third sector set out in the Third Sector Ambition Statement. In its implementation, it can facilitate the action of civic enterprise and the aspirations of the city partners.

COMPACT disputes

There is the potential for differences of understanding or opinion in working relationships and about the implementation of the Compact.

- The Compact is not intended to replace established comments and complaints procedures.
- Disagreements over the application of the Compact and the accompanying standards of practice should, in the first instance, be addressed informally, between partners through open dialogue and negotiation.
- If matters are still unresolved any partner may choose to pursue the issue through available disputes and complaints procedures or other formal remedies.
- Third Sector organisations should always advise Third Sector Leeds (or its successor body) of any disputes.
- Where a number of third sector organisations raise concerns about a similar issue or partner, Third Sector Leeds will seek resolution through the available formal and informal mechanisms.

Understanding the Terminology

There are many terms and phrases used in relation to the issues covered by the Compact.

Third Sector the term used in Leeds to describe voluntary, community and faith sector organisations as well as charities, social enterprises, cooperatives and mutuals.

Partner is used to describe the public and third sector agencies and organisations working together individually and collectively for the benefit of the citizens of Leeds.

How the COMPACT fits with other key documents

Social Value Charter

Sets out commitments from partners in the public, private and third sectors to promoting social responsibility, building social capital, and delivering social value.



Compact for Leeds

Sets out key principles and standards of practice for how public and third sector organisations will work together.



Third Sector Ambition Statement

Describes the dynamic and thriving third sector Leeds needs.

The National Compact

A National Compact between Government and the Sector was first launched in 1998. The most recent refresh in 2010 provides a broad framework for relationships between Government and the Third Sector. The national Compact is clear that local Compacts have been an important tool in bringing partners closer together and building shared ways of working.

All partners are invited to endorse the Compact and commit to work towards the standards.

For more information or to speak to someone about the Compact email: info@val.org.uk